

## **WorkFirst Program Reexamination Project**

### **Project Charter**

#### ***Mission***

Provide Governor Gregoire with specific recommendations for a financially sustainable welfare system consistent with the priority goals for the program.

#### ***Project Objectives***

- Confirm the priority goals of the state's Temporary Assistance for Needy Families (TANF) program.
- Review evidence from this state and others about the results of welfare strategies and activities.
- Evaluate the strategies most critical to achieving the priority goals.
- Reexamine the policies, services, expenditures, client activities, operations, program governance and other aspects of the current TANF program to identify more cost-effective alternatives.
- Review coordination among agencies and programs both within and outside of the TANF "box."
- Identify state options for meeting tribal TANF requirements.
- Develop recommended changes to the state's welfare policies, services, expenditures, governance, operations and activities that will enable the state to maximize its progress toward the priority goals of the program within the 2005-07 budget adopted for WorkFirst program.

#### ***Project Scope***

The project will focus on developing recommendations that will ensure the financial sustainability of the program within currently adopted budget levels. It is not within the scope of this project to develop recommendations that would require an increase or cost shift to the current budget for the program.

#### ***Project Sponsors***

- Governor Christine Gregoire
- WorkFirst Subcabinet
  - Robin Arnold-Williams, Secretary, Department of Social and Health Services
  - Earl Hale, Executive Director, State Board for Community and Technical Colleges
  - Karen Lee, Commissioner, Employment Security Department
  - Victor Moore, Director, Office of Financial Management
  - Juli Wilkerson, Director, Department of Community, Trade and Economic Development

**Workgroup Members**

David Harrison, <i>Chair</i>	UW Evans School of Public Affairs, Chair of State WorkForce Board
Lynne McGuire, <i>Facilitator</i>	Budget Division, Office of Financial Management
Jim Crabbe	Director of WorkForce Education, State Board for Community & Technical Colleges
Carole Holland	WorkFirst Coordinator, Office of Financial Management
Regina Jones	Governor's Advisor for Welfare and Early Learning
Russ Lidman	Director, Institute for Public Service, Seattle University
Deb Marley	Assistant Secretary, Economic Services Administration, Dept. of Social and Health Services
Stan Marshburn	Chief Financial Officer, Dept. of Social and Health Services
Maureen Morris	Deputy Director, Washington State Association of Counties
Marijo Olson	Director, Community Services Division, Community, Trade & Economic Development
Liz Schott	Adjunct Faculty, Seattle University School of Law
Paul Trause	Deputy Commissioner, Employment Security Department
Judy Vadney	Director of Human Resources, Costco
Jill Wakefield	President, South Seattle Community College

### **Project Approach**

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| <b>Meeting 1:</b><br>June 29, 2005                        | <ul style="list-style-type: none"><li>▪ Develop an understanding of the current state of the WorkFirst program and the budget outlook</li><li>▪ Develop principles for narrowing the focus of the review and for determining preferred alternatives</li></ul> |
| <b>Meeting 2:</b><br>July 14, 2005                        | <ul style="list-style-type: none"><li>▪ Confirm relative priorities, narrow the focus of the review, examine performance measures, and identify additional information needs</li></ul>  |
| <b>Meetings 3 – 4:</b><br>July 25, 2005<br>August 4, 2005 | <ul style="list-style-type: none"><li>▪ Evaluate selected policies, services, and business approaches and make preliminary recommendations</li></ul>  |
| <b>Meeting 5:</b><br>August 11, 2005                      | <ul style="list-style-type: none"><li>▪ Review the preliminary recommendations to confirm feasibility and critical success factors</li></ul>  |
| <b>Meeting 6:</b><br>August 25, 2005<br>September         | <ul style="list-style-type: none"><li>▪ Review draft recommendations with stakeholders and revise as needed</li><li>▪ Present recommendations to the Governor</li></ul>   |

### **Key Principles and Assumptions**

- The workgroup will focus on strategies that are proven to work and maximize the impact of the dollars available to cover TANF clients.
- Promising ideas and strategies that do not fit in the scope of this review will be documented and forwarded to the WorkFirst Subcabinet and the Governor for future consideration.
- There should be consistency between TANF program goals, policies and actions.
- Recommendations should conform to federal requirements and be consistent with federal legislative goals, but should also focus on advancing the state's goals.
- Recommendations must include actual cost reductions rather than cost shifts.

### **Principles for Narrowing the Focus of the Review and for Determining Preferred Alternatives**

- Importance in achieving the goals of the program
- Impact on children
- Real savings opportunities
- Administrative and political feasibility